MUSEUM METAMORPHOSIS: BUILDING THE CASE FOR CHANGE

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Why a Case for Change?

- A noble cause is not enough
- Have to inform, persuade, and motivate others to action
- Be politic...
 - ≻Is timing right?
 - ≻Is audience ready?
 - >Is environment supportive?



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Objectives

- Draft key/consistent messages to articulate need for change with different audiences
- Develop techniques to better reach desired audience
- Identify reasons to defer to others to carry the message



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What we'll cover

- Why we need a clear Case for Change
- Your Case for Change Toolkit:
 - > WHAT is your goal?
 - > WHO do you need to reach?
 - > **HOW** can you best reach them?



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WHY Make the Case for Change?

- 1. Consistent messaging
- 2. Make best use of limited resources
- 3. Target right audiences
- Enlist others to help you deliver messages/achieve the goal
- Be thoughtful about tailoring messages, etc.



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WHY Make the Case for Change?

- Motivate who don't see the need–inertia/ambivalence are
- Help understand those who oppose our desired change
- Believing change is "right" is not enough—have to motivate to
 Sensure we use all the tools to lead change in clear, consistent way
 - · Make sure we best use resources by getting *right messages* to *right* audiences
 - Recruit others in our effort and work

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Good communication cuts through the clutter, it doesn't add to it. It does this by getting the *right message*, in the *right medium*, delivered by the *right messengers*, to the *right audience*.

From Now Hear This: The Nine Laws of Successful Advicacy Communications

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1. Frame the Issue: Define the WHAT

• What change do you want to see?



- 1. What's wrong?
- 2. Why does it matter?
- 3. Why does it matter *now*?
- 4. What's the solution?

Example: Framing the Issue

- Goal: Preserve the historic properties of Americana County by adding them to the National Historic Register to protect them from future development interests.
- What's wrong? Americana County stands to lose 3 of its most iconic properties that serve as education and cultural destinations for locals & tourists alike.
- Why does it matter? Without these properties, schools and families lose an important space for learning, and our county loses a source of tourism revenue.
- Why now? Because an outside developer wants to tear them down to build condos!
 What's the solution: Convince the County Council to add the properties to the historic register and to change the zoning of the land.

Top-level messages: Americana County stands to lose three historic icons to outside development interests. These places preserve our history and culture, and help us compete as a tourist destination. We must act quickly to protect these assets for our schools, families, and community – tell County Council to add them to the historic register and rezone the land!

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2. Know the WHO (and their WHY)

- More specific than "The General Public"
- Who?
- Primary Targets: Decision-/Change-makers
 Town Board
 City Council
 State Legislators,
 Governor,
 Mayor,
 Chair of the Task Force, etc.



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2. Know the WHO (and their WHY)

- Who?
- Secondary Targets:
 Those who influence change
 Voters
 Peers
 Members
 Porents
 Teachers/Students
 Volunteers
 Business tenders



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Consider Allies and Opponents

- Allies can be powerful advocates;
 opponents can be detractors/blockers
- Opponents may be one of your most important audiences
- Ensure they do not interfere with your change
- REMEMBER: People on both sides of the issue feel they are right

 Consider what your opposition may feel to understand how to influence them

 Ensure your messages trageted at a similar audience can change hearts and minds



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2. Know the WHO (and their WHY)

- What motivates them?
- What are their related values and priorities?
 What do they care about?
 What are they guarded against?
- RESEARCH
- Tailor your message
- Inform, persuade, and inspire action



• Keep it consistent!

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Reframing the Issue/Message

- Sometimes this is needed to break
- through
 Particularly with opponents
- · Instead of COUNTERING what your $opponent\ is\ thinking/saying...$
- Change the discussion (tone and content) to build on shared values



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Example of Reframing: High Fructose Corn Syrup

- Original message might be:
 Please impose a filing fee for county court cases to support county archives.
- Reframing:
 These funds preserve precious family records so your great-great-great-great-great-greated ticense.
- "We" mentality creates inclusive picture & won't trigger the defenses of opponents.



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Tips for Reframing

- Find common ground and values
- Make it a problem that affects "Us," not just "Them"
- Avoid jargon / value-laden / politically charged terms
- Be solutions-oriented



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Up to this point you've...

- 1. Identified the WHO
- 2. Defined WHY
- 3. Drafted tailored and/or reframed messages





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3. Plan the HOW: Channels and Formats

RULE OF

- 1. Once: will often ignore
- 2. Twice: may stop and think
- 3. Three Times: just may act



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BE CONSISTENT

- Different channels/formats/messengers important
- Ensure the message STAYS consistent

REMEMBER....

"Slow & steady wins the race"



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3. Plan the HOW: Channels/Formats

Consider the Channel:

Go where your audience is already

Consider the Format/Approach:

• Pick format for your audience • Decide: Broad? Or personalized?

Drioritiza:

- + Which can you afford? (think time & \$
- Which do you/allies have access to and ability to pull off?

Listens media ...

Social media ...

Bidgey periodicals

Listens ...

Listens ...

Conferences

Twitter chats

Tv Channel, Billboard, etc.

Format/Approach Examples:

Letter to the editor

1 on 1 cal/meeting

Advertisement

Twittens ...

Whitespaper

Speechyresentation

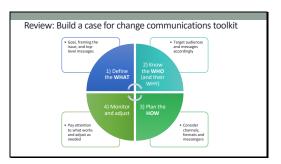
Solids Sevice Announcement

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3. Plan the HOW: The Messenger

Co	nsider	Exa	amples:
•	Who has the ear/the trust of the change-maker you need to reach? Who has the best access?	•	Board member that has a relationship with a city council member
•	Who is a trusted/insider if you are an outsider?		Person from within an underserved community vs. someone from outside
•	Are they "upstream" from the change- maker you need to reach?	٠	Chef in the sustainable fish movement vs. FDA regulator
•	Who has the most reach, and/or influence?	•	One of your interns vs. a well-read blogger in your field
	Who can get folks' attention?		Celebrity vs. scientist in climate change

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Reflection: Actions and Takeaways

- One action you will take to strengthen communications strategy
- Most important takeaway
- With whom will you share this? Why?